

Indiana Arts Commission
Strategic Plan 2000

Covering Fiscal Years
2001-2005

December 2000

Wolf, Keens & Company
Strategic Planning Consultant

A Letter from the Chairman of the Indiana Arts Commission

Dear Friends and Colleagues:

The Indiana Arts Commission (IAC) presents this strategic plan, covering fiscal years 2001 to 2005, as the final outcome of a year-long planning process that planning engaged members of the Commission, its staff, and representatives from arts providers and other sectors of the state. Our goal has been to develop a plan that provides the IAC with the resources and flexibility to meet the needs of artists, arts organizations, arts audiences, and arts educators in a rapidly changing environment.

On behalf of the Commission, I want to thank the planning participants, including all of the people who responded to the draft plan posted on the IAC's web site. This plan reflects your ideas and strategies for a Commission that plans for effective delivery of statewide services, deepens the IAC's commitment to the Regional Partnership Initiative, and provides services to strengthen arts organizations and artists through technical assistance and related services.

Over five years ago, the Commission expanded its long-established role of strategic investor in the arts to include new or expanded roles of convener, educator, and technical assistance provider. In 1999, the IAC adopted a new corporate identity, including a new logo for the IAC and for the Regional partnership Initiative, and a new tag line: **Connecting people to the arts**. The Commission believes that this one line best describes our role: mobilizing resources, developing partnerships, shaping public discourse, and providing technical assistance to help the hundreds of arts providers in Indiana "connect people to the arts" in the most meaningful way possible.

Sincerely,

Sandy Neale
IAC Chairman

From the Executive Director of the Indiana Arts Commission

Dear Friends and Colleagues:

Defining the role that a public agency should play in “connecting people to the arts” is no easy task. There are many avenues to follow and many opportunities to leverage, but limited resources (financial and human) to draw upon. This scenario requires that a public agency like the Indiana Arts Commission deploy its resources strategically, identify programs and services best delivered by a centralized office, and develop and nurture partnerships that allow for not only decentralized service delivery but greater engagement in the arts by persons all across the state.

This strategic plan was developed over the past year with input from artists, arts providers, and persons from the business, education, and philanthropic communities who are interested in enhancing the quality of life in our state. As noted in the plan itself, the Indiana Arts Commission has planned “ahead of resources,” which means that the Commission must not only be strategic in the allocation of current resources but also actively engaged in increasing both public and private resources for the arts in our state.

The successful implementation of this plan is dependent on more planning, further refinement of strategies and action steps, and engagement of a host of partners, especially the Regional Arts Partners, to help transform Indiana into a Midwestern cultural center. Indiana is rich in cultural resources located throughout the state providing quality arts experiences for people of all ages. There is so much potential for greater public engagement around the arts as an intellectual pursuit, as a career for artists, as an outlet for our innate creativity, and as leisure time activities for families.

Best regards,

Dorothy L. Ilgen
Executive Director

TABLE OF CONTENTS

<u>INTRODUCTION – PLANNING CONTEXT</u>	<u>1</u>
<u>PLANNING PROCESS</u>	<u>3</u>
<u>PLANNING FINDINGS</u>	<u>3</u>
<u>PLANNING GOALS</u>	<u>4</u>
<u>TAKING THE LONG VIEW – PLANNING AHEAD OF RESOURCES</u>	<u>5</u>
<u>GOAL 1: STATEWIDE SERVICE</u>	<u>5</u>
MAJORS	5
TECHNOLOGY	7
RESEARCH/PROMOTION/MARKETING	9
INDIVIDUAL ARTISTS	11
ARTS EDUCATION	13
<u>GOAL 2: REGIONAL DEVELOPMENT</u>	<u>15</u>
RAP DEVELOPMENT	15
TECHNICAL ASSISTANCE	16
<u>GOAL 3: STRUCTURE AND RESOURCE DEVELOPMENT</u>	<u>18</u>
PUBLIC FUNDING	18
IAC 501(C)(3) PARTNER	21
AGENCY STRUCTURE AND STAFFING	22
CULTURAL TRUST	23
<u>Addenda:</u>	
SUMMARY TIMELINE	
ATTACHMENT A – PLANNING PARTICIPANTS	
ATTACHMENT B – REGIONAL PARTNERSHIP INITIATIVE MAP	
ATTACHMENT C – FEDERAL, STATE, LOCAL ARTS FUNDING	
ATTACHMENT D – LISTING OF IAC PARTNERS AND BENEFICIARIES	

Introduction – Planning Context

Since its founding in 1969, the Indiana Arts Commission has been a key partner with arts providers in communities throughout the state, spurring the growth and availability of quality arts to Hoosiers everywhere. The Commission's mission calls for it to be a "public catalyst, partner, and investor in the arts," and to "serve the citizens of Indiana by funding, encouraging, promoting, and expanding the arts."

The Commission has a distinguished history of service to Indiana communities through a number of programs and services to arts providers—that is, private, non-profit organizations and public agencies that offer arts programs and events to the general public. The Commission's financial support has contributed to the quality of life in Indiana by supporting arts activities developed by arts providers. The IAC continues to have a commitment to artistic quality and good stewardship of public funds.

As a public agency supported by state appropriations and grants from the National Endowment for the Arts, the IAC periodically undertakes a public planning process to help chart its course over a 5-year period. Through its planning process, the IAC invites the participation of arts providers, civic and business leaders, educators, other non-profit professionals, and arts consumers.

Five years have passed since the Indiana Arts Commission developed its last strategic plan—a plan that responded to the potential of decreased federal support for the arts, increased competition for scarce private sector resources, increased demand to meet measurable outcomes to justify public sector funding, and changes in economic and demographic patterns that were beginning to transform communities.

These last five years have seen ever more rapid changes in the cultural and economic arena in which the Indiana Arts Commission and its many constituent agencies operate. The growth of interactive communications technology, the globalization of the economy, mergers and acquisitions in business, and the continuing shifts in the economic and demographic status quo offer both opportunities and challenges to Indiana as a whole and to the arts industry in particular. As the distinction between the virtual and "real" in culture blur, Indiana arts audiences and arts providers find the world opening up to them. As Indiana's economy prospers, the demands to improve education, develop communities, and provide rich cultural resources increase—yet, the choices required about how and where to invest become more complex.

The purpose of the planning effort launched in January 2000 has been to explore the further potential of the arts as a catalyst for community, educational, and economic development for Indiana. As we embark on a new century, the IAC and its partners seek to take cultural development to a new level in the state. We will define and carry out a new role to help the arts sector both anticipate and respond to opportunities and challenges, and to compete for audiences, leadership, and resources.

This new plan builds on the agency's accomplishments over the last few years associated with the development of the Regional Partnership Initiative (RPI), created by the 1996 strategic plan. The 1996 plan was a groundbreaking and successful effort to alter radically the way the agency had conducted business for 27 years.

The RPI was created to decentralize many of the IAC's programs and services through a statewide network of 12 regional arts partners (RAPs) (see Attachment B for RAP map). These organizations now distribute the majority of state-funded arts grants in Indiana, allowing the IAC to provide direct delivery of programs and services that address statewide or systemic needs. (See Attachment C-1 for a graphic representation of how funding has flowed since the creation of the RPI.) The Commission has worked intensively with the regional partners to help them engage in cultural assessment and planning in their regions, to establish their grant processes, and to provide arts development services in their regions. The IAC also has developed an ongoing partnership with Indiana University's Folklore Institute to form Traditional Arts Indiana (TAI), a program dedicated to the promotion and support of Indiana's traditional arts. The IAC has continued to provide direct funding to major and statewide arts organizations and individual artists, and to administer technical assistance and capacity building grant initiatives, as well as to serve as a key coordinating and leadership force for arts development and planning around the state.

The IAC and regional partners have done much with limited resources. The decentralization of IAC operations through the RPI coincided with a significant *decrease* in the agency's staff (*from 20 in 1995 to 13 today*). The overall growth of the IAC budget has been modest (*from \$3,392,286 in 1995 to \$4,664,500 today, including \$3,842,783 in state appropriations and \$821,717 from the National Endowment for the Arts, a federal agency*). Regional Partners have taken on many new functions in their communities, while only receiving a small amount of extra administrative funding from the state.

Yet, even as resources continue to be scarce, demand for funding from the IAC and the Regional Partners has grown substantially. The increased numbers of Indiana arts providers finding audiences indicates that more and more Hoosiers recognize the arts as important factors in quality of life, education, and community development. Through this strategic plan, therefore, the IAC will work to:

- Sustain the considerable momentum the agency achieved in developing the Regional Partnership Initiative
- Collaborate with Regional Partners and others to meet the growing demand for high quality arts and arts services in the state
- Build the profile of the arts statewide to increase public awareness and support of the arts and public access to arts of quality throughout Indiana
- Launch significant initiatives to expand resources for the arts from both the public and private sectors

With this strategic plan as a tool, the Indiana Arts Commission will work over the next five years to advance the agency and its partners to the next level of capacity, funding, and execution for the benefit of Indiana communities and citizens.

Planning Process

The planning process that led to this document has benefited from the ideas and good thinking of many Hoosiers from within and outside of the arts (see Attachment A for a complete list of planning participants). The process began early in 2000 with 20 key informant interviews that provided material for an initial planning paper laying out the issues and priorities for planning. This paper was widely circulated and served as the basis for discussion at a series of focus group meetings. Five such group meetings were held: Regional Arts Partners (RAPs) and other IAC partner organizations, major arts organizations, a promotion and marketing group, a resource development group, and an Indiana Arts Commissioners planning group.

Out of these meetings, and in consultation with the Arts Commission's Committee on the Future, which has served as the planning steering committee throughout the process, a draft planning framework was developed. This framework was further considered by working groups that took up specific issues of technical assistance services, individual artists, resource development, and arts education. The Committee on the Future worked closely with staff and the planning consultant, Wolf, Keens & Company, to develop a draft plan. The draft was made available to the public in print form and through the IAC's web site. The plan has been reviewed, revised, and approved in this final version by the entire Indiana Arts Commission.

Planning Findings

Initial interviews revealed some essential findings that have been confirmed and refined throughout the planning process. These findings have shaped the development of the plan's goals and objectives for the IAC's next five years:

1. The IAC and its partners have demonstrated the power of partnership and networking.

Through its partners, the IAC has been able to leverage its staff and financial resources, work to create a statewide community of arts industry participants with common goals, make a much stronger case for public arts support at the state and local level, and increase the participation of Indiana arts providers and citizens in the process of building communities through the arts. This plan puts network and partnership at the very base of its strategic approach.

2. It is critical to build on and develop this network, working to retain, support, and energize current constituents, while broadening the base of partners.

Planning participants agreed that further developing the network of IAC partners, including the RAPs, agencies of state and local government, as well other organizations within and outside of the arts that can contribute to the sector's progress, must be a high priority of the Commission over the next five years. The plan focuses considerable attention on enhancing the effectiveness of the Regional Partnership Initiative, on further developing existing partnerships such as the work with Traditional Arts Indiana, and on bringing many different kinds of new partners to the table to work for the arts.

3. The IAC and its partners must develop increased and more flexible financial and non-financial resources.

The capacity of the Arts Commission, the RAPs, and constituent arts organizations to make significant progress will be hampered without a consistently higher level of investment. In the last ten years, Indiana has increased its state arts budget on average by 3.8%, compared to an average of 4.6% for all 50 states. The development of the infrastructure of Regional Partnership Organizations was accomplished within existing IAC budgets. Remarkable work in the arts and culture has been accomplished with these limited resources, but the capacity of many RAPs has been strained, and under-investment in the arts generally is debilitating and discouraging for arts providers as they struggle to stretch resources to meet increased demands.

The vibrant arts sector of the Indiana economy can flourish and contribute even more to the cultural, educational, and economic richness of the state if resources are increased. These resources must come from a combination of strategic public investment and new private commitment. This plan focuses, therefore, on expanding the partnership of public and private investors to ensure that Indiana's arts economy reaches its full potential in the 21st century.

4. The IAC needs more organizational and personnel flexibility to respond to opportunities.

The demands and opportunities of the dynamic arts sector can be unpredictable and varied, and the IAC and its partners must have the kind of flexibility to respond, a flexibility that may be more readily available through a private sector structure. Many of the services required by the RAPs and arts providers around the state are high-level research, technical assistance, assessment, marketing, and program development consultation. These services require unique skills and experience that are not easily available through the state personnel system. Yet, it is critical that the state continue to take a leadership role in supporting the arts. The plan proposes a strategy to *combine* public sector and private sector structures for maximum resources and agility for the arts community. (Attachment C-2 therefore illustrates a new, much more complex network of resources to the arts from both the public and private sectors that could result from full implementation of this plan.)

Planning Goals

The plan addresses three major goals. These are:

1. To fulfill the leadership potential of state government in developing Indiana's arts economy through statewide programs and services **(Statewide Services)**
2. To advance significantly the continuing regional development of the arts and culture in Indiana through the Regional Partner Initiative **(Regional Development)**
3. To create a new public-private partnership structure to develop the arts and significantly increase public and private resources to the arts **(Structure and Resource Development)**

Each goal includes a number of different objectives addressing key planning areas, with specific actions outlined that will be undertaken over the next five years.

Taking the Long View – Planning Ahead of Resources

Before presenting the specifics of these goals, it is important to note that the Arts Commission has made a deliberate decision in this plan, as it did in 1996, to “plan ahead of resources.” That is, the IAC has set out an ambitious agenda that cannot be accomplished within existing staff and financial resources or within the existing structure. To be constrained within the status quo for the next five years will not lead to the kind of progress—the realization of the full potential of the arts for Indiana—that the Commission hopes for, and is willing to work for. Therefore, the plan addresses issues of developing new resources within a new public/private structure. For this plan to succeed, the political leaders of the state, as well as Indiana’s business and philanthropic communities, must join with the Commission, the Regional Arts Partners, and arts providers throughout Indiana, to invest seriously and vigorously in the state’s arts economy.

Goal 1: Statewide Service

Majors

<p>Objective 1: Engage major arts organizations as active partners in developing a network of arts activity in Indiana.</p>
--

When the IAC created the Regional Partnership Initiative, it also created a category of support for Indiana’s larger arts institutions that serve a multi-regional or statewide service area. Currently, the IAC funds through the Major Art Institutions grant category 10 arts organizations with operating budgets of \$1 million or more that meet several other specific criteria. However, the IAC anticipates further growth in this category as more institutions reach the \$1 million threshold.

Arts Commission Final Grant Reports show that, as a group, the 10 arts organizations funded by the IAC through the Major Arts Institutions category serve nearly 2 million people (one-third of the state’s population and 10% of the total audience for the arts). These organizations provide a direct positive impact on the state’s quality of life and attractiveness; their combined audience totals for educational programs equal almost half a million school-age children annually (this number includes multiple exposures for individual participants). The combined operating expenses of these 10 organizations are \$59 million, a significant economic impact in the three communities in which they are based (Indianapolis, Ft. Wayne, and Evansville).

Action:

-
- 1. Continue to provide state funding to majors through the IAC; as IAC funding increases, dedicate additional funds to general operating support for major arts organizations. Identify additional public and private resources to foster collaborations involving major arts organizations.**

The IAC currently provides direct operating grant support to 11 arts organizations around the state that serve multiple regions and audiences and have annual budgets of \$1 million or more. These organizations are major cultural resources for all Indiana citizens and it is a priority of this strategic plan to maintain a significant level of support for them. Anticipating that the number of organizations in this category and their requests for funding will increase, further resources are needed even to maintain the current level of support. The IAC will fulfill that need as its first priority for major arts organizations. In addition, The IAC will seek to provide additional funding that specifically encourages major organizations to collaborate with arts providers and RAPs around the state to deliver arts programming and services.

-
- 2. Create an annual forum and appropriate follow-up mechanisms for the IAC, majors, and others to develop collaborative programming, promotion, and advocacy strategies.**

In the course of the strategic planning process, the IAC has convened major arts organizations in conversations with each other and with other arts providers and RAPs around the state. These meetings demonstrated both the potential and desire for collaboration among the organizations, and the IAC will continue to play a facilitating role to bring them together, encourage dialogue, and support collaborative efforts.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
Majors					
General Operating Support Grants	Ongoing priority: _____ Continue GOS; add funding from increased budgets; identify resources to support collaborations				
Annual forum for collaboration	Ongoing effort _____				

Technology

Objective 2: Create a sophisticated technology portal to and database about the arts in Indiana.

The ubiquitous Internet revolution has profound implications for the arts in Indiana, and the IAC can play a leadership role in discerning trends and in assisting arts providers to understand the potential challenges and opportunities inherent in technology. The IAC can also demonstrate leadership by deploying technology in its own operations and communications strategies.

Action:

-
- 1. Develop an ArtsTech Initiative to help arts providers understand the scope of new competition via the Internet, as well as the scope of new opportunity, and how to deal with it.***

The IAC will encompass a number of evolving activities under the ArtsTech Initiative. It will lead by example by increasingly utilizing technology in everyday operations and communications with constituents, using e-mail as much as possible to exchange information with grantees and arts providers, developing the IAC web site as a prime information tool (see #3 below), and expanding the Indianaarts.org database to give the public access to vast amounts of arts-related data (see #2 below). The IAC also will develop and distribute information about models and resources in the use of Internet technology in the arts, and work with RAPs and other partners around the state, including colleges and universities, and technology companies, to convene an Arts and Technology conference. Finally, the IAC will seek resources to fund a special grant initiative on Model Technology Development to enable RAPs and arts providers to create prototype technology projects.

-
- 2. Build upon the existing Indianaarts.org initiative, adding database components such as individual artists, TA providers, arts grants making, traditional artists, etc.***

The Indianaarts.org statewide Internet database was originally developed for the use of the IAC and the regional partners, but it was apparent after development began that this could be a useful tool for artists, arts organizations, arts providers, teachers, and the general public. The second phase of Indianaarts.org development will focus on components of the project that will be of great use to the public, e.g., a statewide events calendar and an artist registry. Efforts will be made to integrate Traditional Arts Indiana's directory of traditional artists into the Indianaarts.org database. Marketing the availability of Indianaarts.org to the public will be an important aspect of its development.

3. Develop the IAC web site as a channel to Indiana arts information, arts products, arts education resources, arts advocacy, and arts participation; establish links with a broad range of web partners, (e.g. enjoyindiana.com, arts organizations, community development groups)

The IAC can be at the forefront of the trend toward utilizing the Internet to disseminate information and link the arts world. The IAC will develop an electronic news service that combines current web site information with e-mail alerts to let our constituents know what is happening in the arts locally, regionally, statewide, and nationally. The availability of this information will be promoted to the arts providers, arts consumers, and strategic leaders as well via electronic means.

4. Develop a variety of electronic applications, including e-panels, e-grants, and e-reporting for IAC and RAP grant administration.

The advent of interactive communications technology has the potential to ease the administrative burden of grant adjudication and administration. In the next funding cycle, the IAC will begin to introduce some elements of electronic grants processing by distributing and receiving back applications through e-mail. The IAC will also develop and test other electronic prototypes for various aspects of its grants processes for possible adoption by RAPs. The IAC will work closely with RAPs and other grantees to market this initiative and to prepare them to make the transition from paper to electronic application processes.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
Technology					
ArtsTech Initiative	IAC technology implementation Technology grants initiative resource development and planning Model and Conference development	Arts and Technology Conference	Grants initiative implementation		
Indianaarts.org	Second phase development and implementation		Ongoing development, maintenance, and marketing		
Web Site	Development and marketing of e-mail and web site news system	Ongoing maintenance and marketing			
Electronic grants	E-mail grant applications	Prototype development and testing		Full implementation of e-grant processes	

Research/Promotion/Marketing

Objective 3: Develop a comprehensive arts research, promotion, and marketing effort that promotes the importance and broad benefits of the arts in communities; positions the IAC as a key link to arts information, ideas, and support; and provides a marketing infrastructure for RAPs and other partners (information, networks, strategies).

An important part of the leadership role of the Indiana Arts Commission is to tell the compelling story of the arts in Indiana communities. The arts are central, not peripheral, to healthy communities, excellence in education, a strong economy, and the richness of individual lives. It is a priority of this strategic plan to expand the IAC's communications effort to ensure that every Hoosier recognizes the value of the arts. The IAC will serve as a key statewide resource, developing, coordinating, and disseminating information about the arts for arts consumers, arts providers, educators, and other key constituencies. It will build on existing efforts and opportunities, including the Governor's Arts Awards, to give high visibility to the arts as an asset to the state.

Action:

1. Conduct research to identify compelling messages about public participation in the arts and the value of the arts industry to the economic, social, and educational well being of Indiana.

Effective promotional efforts will be based on measuring the impact of the arts on Indiana communities and on a thorough understanding of how individuals use the arts and what is compelling to them about the arts. Research on arts impact and arts use, as well as market research to test messages about the arts is needed as a prelude to any promotional effort. The Commission will work with Traditional Arts Indiana on aspects of this effort, to ensure that the power and impact of traditional arts, especially in inner-city and rural Hoosier communities, is incorporated into its promotion and marketing strategy. The IAC will secure resources to conduct the market research statewide.

2. Retain P.R. counsel to design and implement a campaign to develop and deliver messages about the arts in Indiana and the IAC, and to develop with RAPs and other arts providers a cooperative marketing campaign to be implemented and customized at the regional level.

The IAC will develop a Request for Proposal to select a single firm to provide creative services, implementation, and on-going counsel for public relations and marketing. The selected firm will develop an integrated statewide marketing campaign that positions Indiana as a Midwest center for the arts, promotes public understanding of the role of the IAC and the RAPs, and assists the RAPs to develop their own, related local marketing and promotional efforts.

3. *Secure corporate, media, and other partners to provide support to such a campaign; identify P.R. opportunities (e.g., Governor's Arts Awards) to incorporate into the campaign.*

In order for the promotional and marketing effort to have the anticipated statewide scope and impact, the IAC will seek to have advertising costs (billboards, magazine and newspaper ads, program ads, production of public service announcements, web ads, etc.) underwritten by one or more corporate sponsorships. The IAC will work with an experienced sponsorship consultant to secure corporate participation in this effort. The IAC will also seek the involvement of media sponsors, particularly targeting public broadcasting for assistance in production and distribution of promotional messages.

4. *Convene an ongoing arts marketing and promotion advisory group of professionals in the field.*

Through the focus group on public relations and marketing convened for the strategic planning process, the IAC has developed an informal advisory group of promotion, advertising, and marketing professionals. The Commission will continue to convene this group and seek its counsel as it moves forward with planning and implementing promotion and marketing strategies.

5. *Develop a collaboration with the Indiana Division of Tourism to link IAC and Tourism networks, web sites, and strategies, and explore the potential of other state agency links and partnerships.*

Recognizing the potential for the arts in developing Indiana's tourist industry, the IAC and the Division of Tourism have already partnered on several initiatives, including the development of workshops and a manual on arts tourism, and a nine-state arts tourism conference. The IAC and Tourism will continue to explore active collaboration, beginning with an effort to link the Indianaarts.org web site and calendar of events to Tourism's enjoyindiana.com web site, so that web users can receive arts and tourism information in an integrated fashion. The IAC will explore other possible links and partnerships, focusing, for example, on other Commerce Department divisions working on state business and economic development.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
Research/Promotion/Marketing					
Arts impact and message research		Resource development	Implementation		
PR counsel and marketing campaign		RFP process General resource development Sponsorship development	Campaign implementation		
Arts marketing and promotion advisory group					
IAC/Division of Tourism collaboration	Planning		Implementation		

Individual Artists

Objective 4: Assist Indiana artists to make a living from their art.

A 1998 IAC study, *New Directions in Individual Artist Support*, recommended that the agency develop programs and strategies to address artists' needs in (1) promotion and recognition; (2) training and business development; (3) creation and presentation; and (4) developing and reaching markets. Individual artists are a significant statewide resource, offering Indiana communities real opportunities to enhance education, develop local economies, and promote cultural activity and cultural tourism.

Action:

- 1. Continue the Individual Artist Program, increasing this grant category's level of funding, and evaluate its ongoing effectiveness.***

The existing Individual Artist Program (IAP) provides modest, flexible project support grants to Indiana artists to enable them to meet specific needs associated with the creation and presentation of work. Program expansion would enable the IAC to fund a greater number of qualified literary, performing, traditional, and visual artists and their projects.

2. Develop an Artist Resource Service to offer training and business assistance, including workshops, on-line information and links, group purchasing, mentoring opportunities.

Unlike many states, Indiana does not have a service organization that assists artists with their business and creative development needs. The IAC will seek a partnership with an existing organization that has the capacity to develop a service center to benefit Indiana artists throughout the state.

3. Develop a craft marketing initiative, including a retail outlet and web marketing.

A partnership of the IAC, the Indiana Division of Tourism, the Governor's office, the Indiana State Museum, and Back Home Indiana, Inc., will result in a statewide high-quality retail craft marketing program for Indiana craft artists. The IAC will administer a jurying process to select participating artists, and—in partnership with the Artist Service Center—provide the artists with assistance in product development and presentation, business training, and promotion.

4. Develop individual artist information as part of the Indianaarts.org database, linking potential arts consumers to individual artists.

The Indianaarts.org database is an initiative of the Regional Arts Partners to provide a comprehensive on-line resource of Indiana arts organizations, services, programs, and artists. The incorporation of individual literary, performing, traditional, and visual artists into this database is an ongoing project. Traditional Arts Indiana is developing an extensive directory of traditional artists from across the state which will be compatible with and linked to Indianaarts.org.

5. Develop opportunities for incorporating individual artist promotion into cultural tourism strategies to be developed with the Indiana Division of Tourism (e.g., portfolio days, studio days, studio trails, etc.)

A number of states and regions throughout the country have been successful in developing cultural tourism around concentrations of individual artists and craftspeople. Indiana has a rich resource of individual artists that offers great potential for connection with tourism efforts. The IAC will work with the Indiana Division of Tourism and with RAPs to coordinate an artist tourism initiative.

6. Identify resources for an Indiana artist laureate program to designate master artists and help fund high visibility artistic projects; explore other opportunities for recognizing notable Indiana artists.

The designation of Indiana artist laureates would enable the IAC to recognize Indiana artists of stature, promote the quality of artistic work in Indiana, and enable these master artists to engage in high-visibility artistic projects, mentoring of the next generation of artists, and public education efforts. The IAC will seek sponsorship to make such a program possible.

7. Develop a statewide master-apprenticeship program through Traditional Arts Indiana.

Many states have successful apprenticeship programs designed to support and perpetuate important traditional arts and the artists who practice them. Indiana is one of only a handful of states that has not had such a program. TAI will identify master artists and match them with an apprentice. The IAC and TAI will seek funding for stipends and honoraria for program participants.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
Individual Artists					
Individual Artist Program	Continue program w/increased funding		Program evaluation		
Artist Resource Service	Planning/partnership development		Implementation		
Craft Marketing Initiative	Planning/partnership development	Implementation			
Artist information in Indianaarts.org					
Individual Artist Cultural Tourism		Research and development		Implementation	
Artist Laureate program			Planning/resource development	Implementation	
Master-Apprenticeship program		Planning and resource development	Implementation		

Arts Education

Objective 5: Provide resources to strengthen arts education delivery, support, and resources in Indiana.

The Indiana Arts Commission's commitment to arts education has been long-standing and substantial. *Forty percent of its current resources are directed to arts education activities* either through direct grants or through the RPI. In order to develop the most effective use of arts education resources in the state, the IAC convened a 50-member Arts Education Advisory Committee simultaneously with the strategic planning process. Based on the work of the Committee, the IAC will focus its resources on the critical areas of enhancing the capacity of arts providers, RAPs, and arts educators to deliver quality and consistent arts education services throughout the state.

Action:

-
- 1. Encourage major arts organizations to develop educational services directly related to educational outcomes in schools, and secure additional resources to support major organizations in developing and implementing such services.***

The IAC will ask its major arts organization grantees to describe, as part of their general operating support applications, arts education programs that relate to established curriculum, incorporate measurable outcomes, enhance learning, improve overall student achievement, train teachers, and build long-term partnerships with educational institutions. The IAC will use this information to encourage an outcomes-based approach to arts education, to show the significant educational impact of the majors, and to develop additional resources to support major organization's efforts to provide outcome-based arts education.

-
- 2. Develop a Regional Arts Education Partnership to fund RAPs to provide arts education services, programs, and grants at the community level.***

RAPs can work most effectively with community-based artists and arts organizations as well as with local school corporations to enhance arts education in the schools. The IAC will support RAPs to provide coordination, regional training, and program development that fosters long-term arts education collaborations and partnerships among schools and arts providers in each region.

-
- 3. Working with the Indiana Humanities Council and the State Department of Education, develop a national model Arts Education Resource Center and on-line resource.***

The Indiana Humanities Council and the Indiana Department of Education are already collaborating on the development of a sophisticated Internet-based resource center that provides detailed information, lesson plans, networking, and direct links to arts providers in Central Indiana. The IAC will work with these and other partners, including colleges and universities, to expand the service to all Indiana counties, to promote the Resource Center as a national model, and to enhance the service with training and coordination.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
Arts Education					
Outcomes-based services through major arts orgs.		Incorporate into GOS grant applications	Identify additional funding	Additional funding to majors to support outcomes-based services	→
Regional Arts Education Partnership		Research, planning, resource development	→	Implementation	→
Arts Education Resource Center	Planning and resource development	R&D to begin expansion	→	Full implementation	

Goal 2: Regional Development

RAP Development

Objective 1: Build the capacity of the Regional Arts Partners (RAPs) to carry out their four core arts development services: cultural needs assessment and planning, information and referral, technical assistance, and grants making.

Inaugurated in 1997, the Regional Partnership Initiative (RPI) has decentralized and expanded services formerly delivered from the IAC's central office. The RPI is a statewide network of 12 Regional Arts Partners (RAPs), covering all 92 counties in the state with arts development services and grants. The establishment of this network has increased participation by arts organizations in the arts funding process, leveraged new funding for the arts from the public and private sectors, improved arts services on the local level, and encouraged collaboration among regions. It is critical to the continued health of the initiative that RAPs have the staff, administrative, and program capacity to undertake its many demands, as well as to continue to serve their community as effective local arts agencies.

Action:

1. Increase the pool of funds for RAPs to meet needs in their regions and organizations.

The RPI was created out of available resources in the limited IAC budget; no new state funds were invested in the RPI startup in 1996-99 or in the 1999-2001 biennium. It is a very high priority of the IAC in this strategic plan to increase the resources available to the RAPs. Budget requests to the legislature, and advocacy and resource development strategies, will reflect this priority.

2. Strengthen the organizational development capacity of the Regional Partners.

Each RAP was required, before formal designation as an IAC regional partner, to conduct self-assessments, and to describe organizational development plans. The IAC will assist RAPs to refine these assessments, in order to ascertain progress in organizational development, identify ongoing organizational needs, and determine how each RAP can contribute its knowledge and experience to the work of the entire statewide network. The Commission will review assessments and develop, in collaboration with RAPs, appropriate services and responses to identified needs and opportunities.

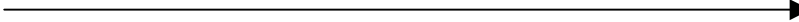

3. Provide enhanced service and guidance to help RAPs address community cultural priorities as identified in cultural needs assessment.

Initial funding from the IAC to RAPs in FY 1998-99 enabled each to conduct a regionwide cultural needs assessment and develop a cultural plan. The strategic planning process revealed an ongoing need in many regions for assistance in developing and implementing initiatives to meet the needs

identified in the cultural needs assessment. The IAC will develop methodology, and identify staff and/or consultant resources to work directly with the individual RAPs, in order to determine the status of cultural plan implementation, what next steps are needed, and what resources might be available to assist them in cultural plan implementation.

4. Ensure a balance between administrative capacity and the need for accountability to a statewide system.

Both the IAC and the RAPs need to make the most efficient use possible of available staff time and resources. With the experience of two regranting rounds to draw on, the IAC will work with RAPs to determine how forms, processes, and reporting can be further streamlined or simplified, while still maintaining an appropriate level of accountability to the taxpayers, and retaining the ability to gather and analyze information useful in policy making and advocacy. In light of technology initiatives described above in Goal 1, Objective 2, the IAC will focus especially on the potential of technology to simplify and streamline grants and reporting processes, exploring such options as e-grants, e-reports, and e-panels.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
RAP Development					
Increase RAP funding					
Organizational Development		Review assessments	Develop services		
Cultural Plan Implementation Assistance	Research and development	Implementation			
Administrative Process	Review and refinement				

Technical Assistance

Objective 2: Implement a comprehensive, integrated approach to arts technical assistance that provides holistic, high-quality services.

A key finding of the strategic planning process is that technical assistance is a continuing significant need of both the RAPs and their constituent organizations around Indiana. Effective technical assistance services may come from a variety of sources—some statewide, some local; some within the arts, some from other fields. In order to use its resources most efficiently, the IAC will reconfigure its existing IAC investments in technical assistance, statewide service organizations, and capacity building to develop a collaborative model of service delivery. This model will be tied to

IAC strategic goals and objectives and base activity on standards of service with measurable outcomes. The IAC will look to a broad range of partners to implement these services.

Action:

1. Conduct a needs assessment to develop a detailed picture of TA needs around the state.

While regular meetings with RAPs and the strategic planning process have provided a general assessment of technical assistance needs, a detailed assessment of specific needs of different types of organizations (including technology needs) in different regions is needed in order to tailor technical assistance services most effectively and efficiently. This assessment will also identify possible TA providers and resources, and will result in a TA master plan that includes and refines strategies 2-5 below.

2. Conduct an inventory of existing TA resources in Indiana inside and outside the arts and develop a categorized and vetted list of TA service providers.

Many organizations serving the non-profit sector can provide technical assistance on a variety of subjects, including fund raising, board development, organizational development, financial management, and more. There are also individual consultants and service providers who can offer needed training and information to Indiana arts organizations. The IAC, directly or through a partner organization, will develop a current list of recommended organizational and individual TA service providers for posting on the IAC web site so that organizations around the state will have ready access to this information in one location.

3. Provide additional funding to RAPs specifically to develop regional technical assistance workshops and training.

RAPs are working closely with arts providers in their regions, and are most familiar with their organizational needs. The IAC will seek additional, targeted funding to enable RAPs to develop tailored TA approaches for their regions. Neighboring regions may collaborate to develop workshops and training that may be replicated in each region. Funds will be used to pay consultants to lead workshops, for marketing and workshop materials, and for other TA expenses.

4. Contract with a limited number of third-party service providers to provide statewide technical assistance services through workshops, training, and individual consulting to RAPs and arts providers throughout Indiana.

The IAC will identify experienced providers of technical assistance and training in the non-profit sector, and contract with them to train arts organization staff and volunteer leaders in “best practices” for fund raising, board development, marketing, financial management, and other organizational development needs of arts organizations.

5. Reconfigure the existing Capacity Building Program to focus on mid-sized arts organizations that have reached a critical juncture in their institutional development, and are seeking long-term sustainability.

Organizations around the state have confirmed that assistance in building their organizational capacity is a high priority service from the IAC. The Commission will continue the existing Capacity Building Program, and begin to develop an expanded program to offer a more comprehensive combination of training, organizational development, and funding over a two-year period to participating organizations. Throughout the two years, artistic, managerial, and board leaders from each organization will develop integrated strategies to strengthen the connection between artistic vision and managerial strength, and to expand sources of working capital. Over each two-year period, the IAC will provide 10-12 organizations with facilitated business planning, leadership development, peer interaction and learning, customized financial and management assistance, and targeted investments in the form of working capital grants.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
Technical Assistance					
Needs assessment	Assessment and planning				
TA inventory	Inventory development	Distribution and maintenance			
RAP TA initiative		Resource development	Implementation		
Statewide TA through contracted service providers	Protocol and guidelines; resource development	Implementation			
Capacity Building Program		Continue existing program	Expanded program implementation		

Goal 3: Structure and Resource Development

Public Funding

Objective 1: Increase public funding for the arts at local, regional, and state levels.

Indiana currently ranks 37th out of 50 states in total state per capita funding of the arts. Many in the arts community, however, were encouraged by the response by the legislature to the collaborative *Buck a Hoosier* effort, which brought RAPs and arts providers around the state together to educate

legislators about the Regional Partnership Initiative and the benefits of funding arts in Indiana communities, and resulted in an increase in funding to the IAC (from 53 cents per capita to 65 cents per capita) in the FY 2000/2001 biennium. Effective education of public officials and increased public funding for the arts will have its basis in continuous communication with such officials at all levels of government so that they are aware of the benefits that public funding of the arts brings to their communities.

Action:

1. Analyze the IAC's data collection and reporting practices and develop reporting that helps the agency paint an accurate and compelling picture of the impact of the arts.

The basic statistics that the IAC collects through grant reports do not necessarily reflect the true impact of the arts on people's lives. The IAC will work with RAPs and with evaluation specialists (at, e.g., the Indiana University Business Research Center and the Indiana Economic Development Council) to determine how data collection and reporting can better serve the need to communicate with opinion leaders, media, legislators, and funders about the impact of the arts in communities.

2. Develop and implement an annual strategy to engage Commissioners with other interested parties in educating legislators and other public officials about the importance of the arts and the necessity for public funding of the arts.

The Commission will work, as appropriate, with Regional Arts Partners, Traditional Arts Indiana, the Indiana Advocates for the Arts, arts providers in communities around the state, and other partners (including, potentially, other cultural agencies) to create a cohesive, targeted approach to educating public officials. The Commission will coordinate the messages of this educational effort with the work of Goal 1, Objective 3 to position Indiana as a significant Midwest cultural center where the arts are central to the lives of people and communities.

3. Assign responsibility for the Commission's advocacy efforts to the existing Public Awareness Committee of the Commission, and change the name of the committee to Advocacy and Public Awareness.

This committee will be in charge of developing Commission strategies and activities to educate public officials, coordinating those strategies with RAPs, Traditional Arts Indiana, the Indiana Advocates for the Arts and Indiana Citizens for the Arts, and arts providers around the state, integrating the strategies with the IAC's overall efforts in public awareness and arts promotion, and deploying Commissioners to undertake specific actions to implement the strategies.

4. *Develop opportunities and materials for enhancing the Commissioners' capacity to be effective spokespersons for the arts in the state and in their communities.*

The IAC will reorient Commission meetings so that each quarterly meeting considers a key artistic issue in the state, with informed presentations followed by discussion. The IAC also will organize an annual retreat of the Commission during which it will consider a range of issues facing the arts in the state, and how it will carry out the annual plan for educating public officials about the arts. The IAC staff and commission will review the materials available to Commissioners and prepare additional tools as needed for Commissioners to be effective arts spokespersons.

5. *Create forums for public discourse on the value of the arts.*

The IAC will work with the Indiana Advocates for the Arts, RAPs, Traditional Arts Indiana, and other organizations throughout the state including universities and colleges, to convene statewide and/or regional gatherings that bring together public officials with artists and arts groups to experience the arts and to consider the benefits the arts bring to Indiana communities.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
Public Funding					
Data collection and reporting	Analysis of current data practices	Implementation of any recommended changes			
Annual Commission strategy for educating public officials					
Public Awareness Committee coordinate Commission advocacy					
Commissioner training and issue education					
Public forums		Planning	Implementation		

IAC 501(c)(3) Partner

Objective 2: Develop an organizational structure that gives the IAC increased flexibility and the ability to develop new resources.

This plan calls for the IAC to engage in sophisticated, network-based approaches to technical assistance, technology development, promotion and marketing, arts education, and more. Many of the strategies will be made possible or at least be enhanced by the involvement of private sector partners and funders. The plan requires a flexibility in administration and use of personnel that may not always be compatible with state government practices and procedures. While it is critical to maintain and build on the state's existing role as an accountable investor in the arts, it is also necessary to consider the expansion of the IAC's capacity through the development of a private-sector partner.

Action:

-
- 1. Create a public/private partnership of the IAC with an associated 501(c)(3), focused on developing arts resources statewide and managing innovative joint ventures and initiatives to develop the state's arts sector.***

Many models of public/private partnership exist on the local, statewide, and even federal levels of government. The IAC will draw on those models to propose its own companion non-profit organization to facilitate additional funding and partnerships for developing the arts in Indiana. This organization will be developed in close consultation with existing IAC partners, especially the Regional Arts Partners, to ensure that its structure, mission, and activity is complementary, not competitive, with the needs of RAPs and arts providers throughout the state. Issues to be addressed include governance and funding, relationship to the IAC, and mission and program.

-
- 2. Develop an "in-the-family" campaign targeting commissioners and former commissioners for major gifts and planned gifts.***

As part of initial development of the 501(c)(3) partner, the IAC will engage in an effort to secure initial funding through the generosity of commissioners, former commissioners, and others who have been close to the IAC over the years and are committed to its continued growth and effectiveness. Traditional Arts Indiana will explore ways to connect the IAC with selected Indiana University donors who also have an interest in contributing to their local communities.

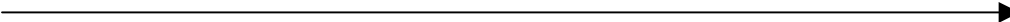
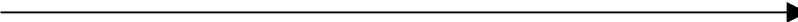

-
- 3. Secure grants from federal, state, and private sources that would be uniquely available to a statewide entity.***

The proposed 501(c)(3) organization will identify funding partners in the public sector, among corporations and private foundations, and among selected individuals both within and outside of Indiana. These potential funders will be identified in coordination with RAPs and other IAC

partners as targets for approaches that serve the IAC's strategic plan and enhance the work of RAPs and others, not compete with it.

4. Explore redirecting arts license plate marketing and funding to this entity, as well as engaging in other marketing initiatives.

The IAC will determine the feasibility of the proposed 501(c)(3) taking on the role of marketing the new Indiana arts license plates, as well as other arts "products," with proceeds to be directed toward the work of the 501(c)(3) in collaboration with the IAC.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
501(c)(3) Partner					
Create public/private partnership structure	Concept refinement; field consultation by March 2001; Commission approval by June 2001	Begin operation of private-sector partner			
"In the family" fund-raising campaign					
Grant development					
Product marketing through 501(c)(3), including license plates					

Agency Structure and Staffing

Objective 3: Develop a staffing structure appropriate to the public/private agency model that enables the IAC to meet the goals of this strategic plan and effectively carry out the actions it describes.

IAC staff resources have been limited by funding levels and the strictures of the state employment system. It is critical to the success of this plan to develop staff opportunities that will attract self-directed, creative and entrepreneurial individuals who can identify resources and partners, implementing the kind of dynamic program and service delivery envisioned in this plan.

Action:

- 1. Organize staff into four operational areas: partnership and program development, communications and technology, administration and finance, and resource development.**

These four areas directly address the priorities of this plan. Partnership and program development staff will work with RAPs and other partners to implement program and service delivery throughout the state. Communications and technology staff will provide the backbone of this plan's many communications, marketing, public relations, and technology strategies. Administration and finance staff will continue to ensure accountability of the use of public funds and the smooth working of the organization. Resource development staff will take on the new task of seeking funding partners for IAC initiatives. The IAC anticipates that most of this staff will continue to be state and federally funded positions within the public agency. Some staff, however, particularly in resource development and communications, may well be developed as part of the 501(c)(3) partnership structure.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
Agency Staffing and Structure					
Reorganize staff into four functional areas (Programming & Partnership, Communications & Technology, Administration & Finance, Resource Development)		Initial implementation within existing state resources and positions and upgrades	→	Expanded implementation in partnership with 501(c)(3)	→

Cultural Trust

Objective 4: Activate the Cultural Trust as a resource for Indiana arts and culture.

The Indiana Arts Commission Cultural Trust, as outlined in the original enabling legislation (passed in 1997), is a fund of state government, the income from which is to be used to supplement the budget of the Indiana Arts Commission. The legislation further specified that no income could be used until a corpus of \$50 million is accumulated, but it did not set aside any public monies to contribute to the development of that corpus, and the private sector has not demonstrated interest in funding a statewide, state-held, and state-managed financial entity. A key issue of the strategic planning process, therefore, has been how to reconceive the Trust so that it will prove a viable and useful vehicle for achieving the IAC's goals and objectives.

Action:

1. Refocus the purpose of the Trust to fostering regionally-based fund raising and arts development throughout Indiana.

The IAC and its partners have devoted enormous energy to the development of a decentralized system of arts service delivery and grants making. The Trust needs to reflect that ongoing priority of the IAC's strategic plan. A key issue for arts development in the state is the undercapitalization of the RAPs and of arts providers in Indiana communities. A Cultural Trust that provides public funding and incentives for developing private funding for the arts in Indiana communities would make an enormous contribution to the long-term vitality of the arts throughout the state. The Arts Commission, therefore, will develop a proposal for reconfiguring the purpose and functioning of the Trust to focus on regional arts development.

2. Develop a statewide strategy, working with RAPs, The GIFT Network of community foundations, and the Indiana Grantmakers Alliance to create regionally-based funds for the arts in response to Cultural Trust incentives.

Indiana brings two major assets to the process of developing regionally-based funds for the arts that other states do not have: (1) an existing network of Regional Arts Partners that covers the entire state—the RAPs have done cultural planning and have the capacity to deliver services and grants throughout their multi-county service areas; and (2) a network of county-based community foundations that have grown, through the Lilly Endowment's GIFT resource, into a \$1 billion philanthropic resource for the state. The Regional Partner Initiative has proven that arts services and grants can be delivered on the regional level effectively, and the GIFT program has shown that new resources exist in Indiana communities that respond to community needs and to financial incentive efforts. The Cultural Trust plan will bring these assets together with proposed state-funded financial incentives to create new financial assets for the arts around the state.

3. Seek time-limited funding from the legislature dedicated to the Cultural Trust.

Cultural Trusts around the country of various sizes and configurations have only become viable when there has been a commitment of public funding. The proposal to the legislature to be developed by the Arts Commission will include a specific proposal for state funding over a limited period of time to be matched by regional efforts to develop additional public and private resources. This funding would be in addition to the annual state appropriation for the IAC budget.

Action Timeline	FY2001	FY2002	FY2003	FY2004	FY2005
Cultural Trust					
Refocus Trust on regionally-based fund raising	Development of plan; field consultation and consensus building	Develop draft legislation			
Statewide collaborative strategy for regionally-based fund raising	Develop strategy with RAPs, GIFT Network, and Indiana Grantmakers Alliance				
Seek legislative funding for plan			Work with legislative and executive leaders	Funding in place	

ATTACHMENT A-- PARTICIPANTS IN THE PLANNING PROCESS

Don Agostino
IAC Commissioner
Bloomington

Jeffrey A. Berger
Evansville Philharmonic Orch.
Evansville

Charles Blair
Madame Walker Theatre Center
Indianapolis

Jim Bodenmiller
IAC Commissioner
Lafayette

Sen. Billie Breaux
Indiana Senate
Indianapolis

Debra Bruce
Community Foundation of St. Joseph County
South Bend

Dwight Burlingame
IU Center on Philanthropy
Indianapolis

Robert B. Burnett
Columbus Area Arts Council
Columbus

Karen Burns
Indianapolis Zoological Society
Indianapolis

David Butler
Sheldon Swope Art Museum
Terre Haute

John Cain
Northern Indiana Arts Assn.
Munster

Inta Carpenter
Traditional Arts Indiana
Bloomington

Jeff Casey
Northern Indiana Arts Assn.
Munster

Greg Charleston
Arts Council of Indianapolis
Indianapolis

Willis S. Clark
IAC Commissioner (Vice Chair)
Fort Wayne

Suzie Coles
Tippecanoe Arts Federation
Lafayette

Tina Connor
Historic Landmarks Fndn. of Indiana
Indianapolis

Stephanie Croaning
Grants/Technology Manager
Indiana Arts Commission

Leonard Dowhie
University of Southern Indiana
Evansville

Ron Dye
Indiana Theatre Assn.
Greencastle

Jennie Elkins
Artist
Indianapolis

Rosalie Ferguson
Indiana Orchestra Consortium
Indianapolis

Bobbie Garver
Community Development Spec.
Indiana Arts Commission

Geoff Gephart
Arts United of Greater Ft. Wayne
Fort Wayne

Jeff Gibney
IAC Commissioner
South Bend

John Goss
Director
Indiana Dept. of Tourism

Andrea Grossman
Arts Council of Southern Indiana
New Albany

Christopher Guerin
Fort Wayne Philharmonic
Fort Wayne

ATTACHMENT A-- PARTICIPANTS IN THE PLANNING PROCESS

PAGE 2

Sonya B. Hallett
Indiana Donors Alliance
Indianapolis

Lisa Hanger
Indiana Assn. of United Ways
Indianapolis

Richard Hoffert
Indianapolis Symphony Orch.
Indianapolis

Kim Hoffmann
South Bend Regional Museum of Art
South Bend

Tim Hubbard
Dance Kaleidoscope
Indianapolis

Dorothy L. Ilgen
Executive Director
Indiana Arts Commission

Bob Kennedy
Indiana Design Consortium
Lafayette

Jenny Kloer
Indiana Donors Alliance
Indianapolis

Nancy Krueger
Bloomington Area Arts Council
Bloomington

Elise Kushigian
Clowes Memorial Hall
Indianapolis

Sara Laughlin
Arts Illiana
Terre Haute

Tony Macklin
Central Indiana Community Foundation
Indianapolis

Lee Marks
IAC Commissioner
Shelbyville

JoDee Marshall
Indiana Music Educators Assn.
Muncie

Kathy Matter
Purdue Bands PR Office
West Lafayette

Gretchen Mehring
Greater Lafayette Museum of Art
Lafayette

Rose Meissner
Community Foundation of St. Joseph County
South Bend

Julia Moore
Indianapolis Art Center
Indianapolis

Jeff Myers
Indiana State Museum
Indianapolis

Sandra Neale
IAC Commissioner (Chair)
Chesterton

Kathy Norris
State of Indiana Budget Agency

Jim Nulty
VSA Arts of Indiana
Indianapolis

Louis Ortiz
IAC Commissioner
Merrillville

Leonard Pas
IAC Commissioner
Eminence

Brian Payne
Indiana Repertory Theatre
Indianapolis

Marty Peters
Executive Assistant
Governor's Office

ATTACHMENT A-- PARTICIPANTS IN THE PLANNING PROCESS

PAGE 3

Monica Peterson
Community Development Spec.
Indiana Arts Commission

John Pickett
Indianapolis Opera
Indianapolis

Joyce Ribble
Arts Alliance Indiana
Indianapolis

Kyle Ridout
Paul W. Ogle Cultural and Community Center
New Albany

Eric R. Rogers
Jay County Arts Council Inc.
Portland

Erin Roth
Traditional Arts Indiana
Bloomington

Jane Rulon
Indiana Film Commission

Jack Schriber
IAC Commissioner
Evansville

Stuart Sector
Indiana Presenters Network
Richmond

Cameron Smith
Indy Jazz Fest
Indianapolis

Joyce A. Sommers
Indianapolis Art Center
Indianapolis

Ann Stack
IAC Commissioner
Indianapolis

Sherry Stark
Heritage Fund of Bartholomew County
Columbus

Rita Steinberg
Indianapolis Symphony Orch.
Indianapolis

Steve Tuchman
IAC Commissioner
Indianapolis

Curtis Tucker
Whitewater Opera
Richmond

Barbara Turner
Ballet Internationale
Indianapolis

Rex Van Zant
PR Manager
Indiana Arts Commission

John Vanausdall
Eiteljorg Museum
Indianapolis

Julia Watson
Indianapolis Downtown, Inc.
Indianapolis

Anna White
Young Audiences of Indiana
Indianapolis

Kathleen Wissing
Community Fdn. of Bloomington and
Monroe Co.
Bloomington

Susan Zurbuchen
Butler University-Arts Administration
Indianapolis

ATTACHMENT B –REGIONAL PARTNERSHIP INITIATIVE MAP



REGION 1 - NORTHERN INDIANA ARTS ASSOCIATION

John Cain, Executive Director
Jeff Casey, Special Projects Dir.
1040 Ridge Road
Munster, IN 46321
219/836-1839
johnc@niaaonline.org
jcasey@niaaonline.org
www.niaaonline.org

REGION 2 - COMMUNITY FOUNDATION OF ST. JOSEPH COUNTY

Debra Bruce, Program Officer
205 W. Jefferson Blvd., Suite
605
P.O. Box 837
South Bend, IN 46624
291/232-0041
Debra@cfsjc.org
www.cfsjc.org

REGION 3 - ARTS UNITED OF GREATER FORT WAYNE

Geoff Gephart, President
Sarah Nichter, Dir. of Reg. Svc.
114 E. Superior St.
Fort Wayne, IN 46802
219/424-0646
artsunited@ctlnet.com
www.artsunited.org

REGION 4 - TIPPECANOE ARTS FEDERATION

Suzie Coles, Interim Exec.
Director
638 North St.
Lafayette, IN 47901
765/423-2787
suzie@dcwi.com
www.dcwi.com/-taf/

REGION 5 - JAY COUNTY ARTS COUNCIL

Eric R. Rogers, Executive
Director
P.O. Box 804
Portland, IN 47371
219/726-4809
artsland@jayco.net

REGION 6 - ARTS ILLIANA

Sara Laughlin, Executive
Director
23 N. Sixth St.
Terre Haute, IN 47807
812/235-5007
artsilliana@indstate.edu

REGION 7 - CENTRAL INDIANA COMMUNITY FOUNDATION

Brian Payne, President
Tony Macklin, Program Officer
615 N. Alabama St., Suite 119
Indianapolis, IN 46204
317/634-2423
tonym@cicf.org
www.cicf.org

REGION 8 - BLOOMINGTON AREA ARTS COUNCIL

Sally Gaskill, Int. Exec. Director
Nancy Krueger, Regional
Services Coordinator
122 S. Walnut St.
Bloomington, IN 47404
812/334-3100
www.artlives.org
nkrueger@indiana.edu

REGION 9 - COLUMBUS AREA ARTS COUNCIL

Robert Burnett, Executive
Director
Jeff Kuehl, Reg. Coordinator
302 Washington St.
Columbus, IN 47201
812/376-2539
rbburnett@voyager.net

REGION 10 - ARTS COUNCIL OF SOUTHWESTERN INDIANA

Kathy Solecki, Executive
Director
123 N.W. Fourth St., Suite 3
Evansville, IN 47708
812/422-2111
arts@evansville.net
www.artswin.evansville.net

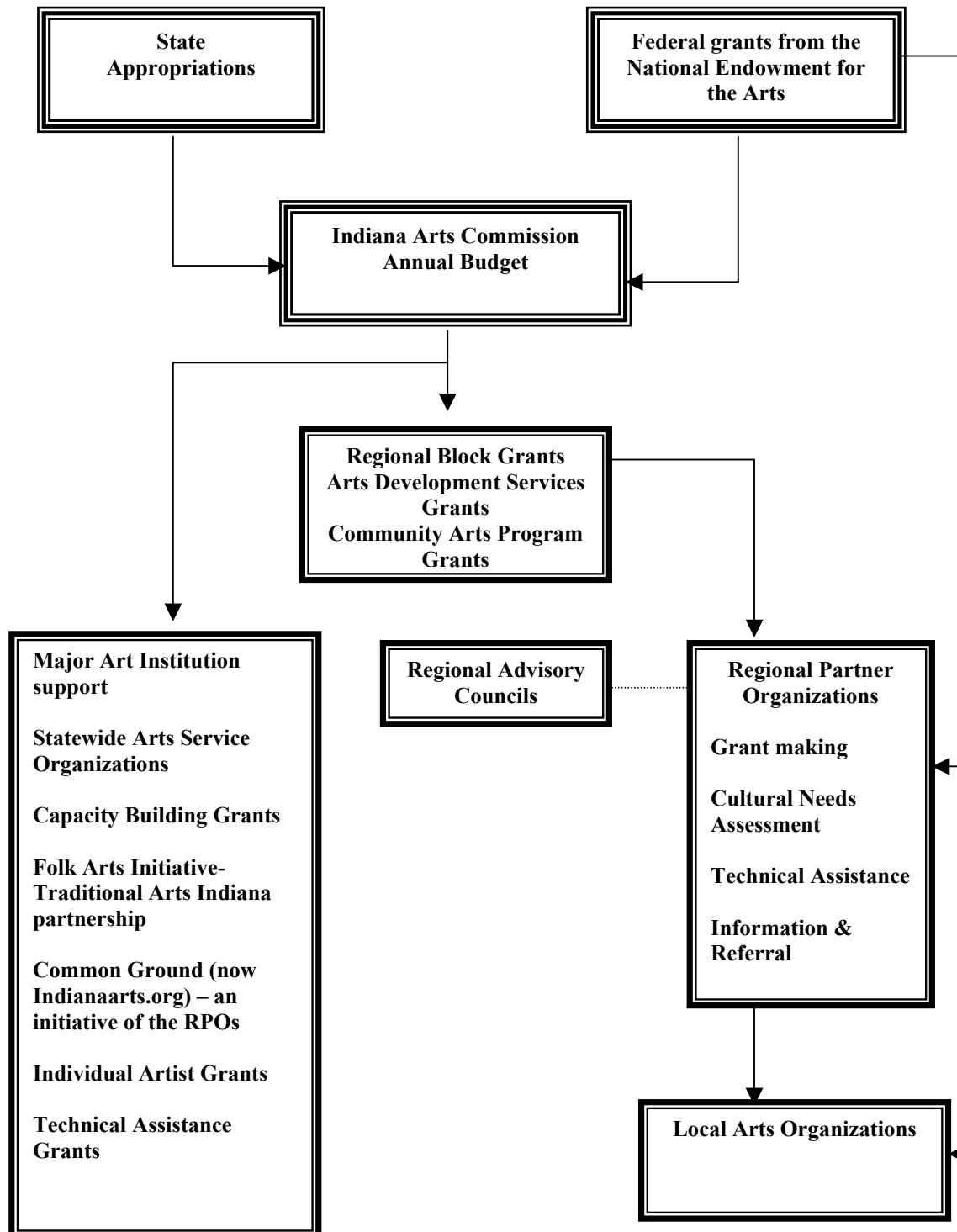
REGION 11 - JASPER COMMUNITY ARTS COMMISSION

Darla Blazey, Executive
Director
951 College Ave.
Jasper, IN 47546
812/482-3070
jasperarts@psci.net

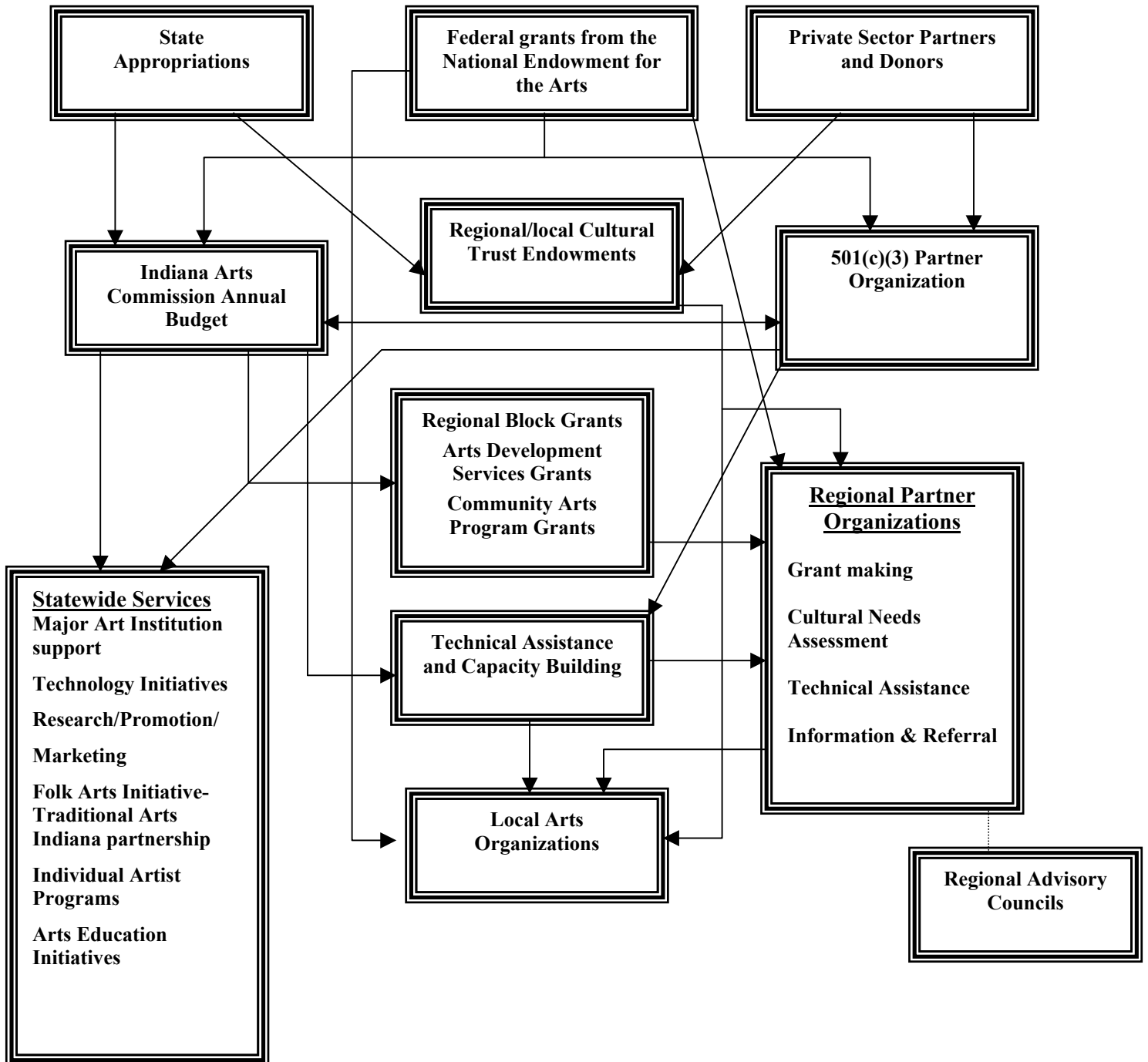
REGION 12 - THE ARTS COUNCIL OF SOUTHERN INDIANA

Andrea Grossman, Exec.
Director
618 E. Market St.
New Albany, IN 47150
812/949-4238
artscsi@nafcs.k12.in.us

Federal, State, and Local Art Funding 1996-2000



Federal, State, and Local Art Funding Plan 2001-2005



ATTACHMENT D –LISTING OF IAC PARTNERS AND BENEFICIARIES

Adelaide DeVaney Elementary School
Allen County Parks & Recreation
Allen County-Fort Wayne Historical Society
American Pianists Assn.
Anderson Fine Arts Foundation
Anderson Symphony Orchestra Assn.
Anderson Young Ballet Theatre
Arc of Hancock County
Area 10 Agency on Aging
Art Assn. of Henry County
Art Assn. of Randolph County
ARTColumbus
Artlink
Arts Alliance Indiana
Arts and Cultural Council of Decatur County
Arts Council of Gibson County
Arts Council of Indianapolis
Arts Council of Southwestern Indiana
Arts Illiana
Arts United of Greater Fort Wayne
Assn. of Artists and Craftsmen of Porter County
Assn. of Indiana Museums
Auntie Mame's Child Development Center
AYS, Inc.
Bach Chorale
Ball State University Dept. of Theatre and Dance
Batesville Community High School
Batesville Community School Corp.
Batesville Memorial Public Library
Billie Creek Village
Bloomington Area Arts Council
Bloomington Chamber Singers
Bloomington Playwrights Project
Bloomington Symphony Orchestra
Bluffton Parks & Recreation Dept.
Bridgework Theatre
Broadway Christian Parish United Methodist Church
Broadway Christian Parish United Methodist Church, fiscal sponsor for Artisans
Brookston Prairie-Township Public Library
Brown County Art Gallery
Brown County Chamber of Commerce, fiscal sponsor for The Studio & Garden Tour
Brown County Playhouse
Cable Access
Cameo Trio
Cardinal Greenway
Carmel Community Players
Carnegie Center for Art & History, fiscal sponsor for VSA ARTS of IN - Southeast District
Carver Community Organization
Cathedral Arts
Center for Hospice & Palliative Care

Central Indiana Artists
Central Indiana Community Foundation
Charles T. Hyte Community Center
Children's Dance Theatre of the Tri-State Area
Children's Science & Technology Museum
Chorus Angelorum
Circus Hall of Fame
City of Anderson
City of Greenfield
City of Warsaw Park and Recreation Dept.
Civic Players of Logansport
Civic Theatre of Lafayette
Clark-Pleasant Community School Corp.
Clay City High School
Clowes Memorial Hall of Butler University
Columbus Area Arts Council
Columbus Indiana Philharmonic
Columbus Scottish Festival
Columbus Symphony Orchestra
Community Centers of Indianapolis
Community Fndn. of Boone County, fiscal sponsor for Boone County Performing Arts
Community Foundation of St. Joseph County
Community Theatre Guild
Community Theatre of Terre Haute
Covered Bridge Girl Scout Council
Creative Arts Council of Wells County
Dance Kaleidoscope
Dance Partners
Dancer's Studio
Dearborn Highlands Arts Council
Delphi Community High School
Department of Parks and Recreation
Develop New Albany
Dubois County Tourism Commission
Dunkirk Beautification Committee
Dyslexia Institute of Indiana
Eagle Creek Elementary School
Eagle Union Community School Corp.
Earlham College, fiscal sponsor for Chanticleer String Quartet
Early Music Associates
Earth Music Center of Indiana
Eastern Howard Performing Arts Center
Edinburgh Community School Corp.
Edyvean Repertory Theatre
Eiteljorg Museum of American Indians and Western Art
Elkhart Boys Choir
Elkhart Centre
Elkhart Civic Theatre
Elkhart Community Schools, fiscal sponsor for WVPE
Elkhart Symphony Assn.
Embassy Theatre Foundation
Encore Theatre Productions

Evansville Children's Theatre
Evansville Civic Theatre
Evansville Dance Theatre
Evansville Housing Authority
Evansville Museum of Arts and Science
Evansville Philharmonic Orchestra
Evansville Symphonic Band
F.A.M.E.
Farrington Grove Elementary School
Fayette County School Corp.
Fayette Elementary School
Festival Music Society
Festival Players Guild
Firefly Festival
First Meridian Heights Presbyterian Church
First Presbyterian Church
Fischhoff Chamber Music Assn.
Floyd County Council for the Arts, dba The Arts Council of Southern Indiana
Fort Wayne Area Community Band
Fort Wayne Ballet
Fort Wayne Children's Choir
Fort Wayne Cinema Center
Fort Wayne Civic Theatre
Fort Wayne Dance Collective
Fort Wayne Museum of Art
Fort Wayne Parks & Recreation Dept.
Fort Wayne Philharmonic
Fort Wayne Public TV
Fort Wayne Summer Symphony Assn.
Fort Wayne Youtheatre
Freetown Village
Friends of Franfort Public Library
Friends of Owen County
Friends of the Mill
Fulton County Historical Society
Gary Community School Corp.
Gary Community Schools, fiscal sponsor for West Side Theatre Guild
Goshen Parks and Recreation Department
Gosport Elementary School
Greater Danville Chamber of Commerce
Greater Indianapolis Disciples Housing, dba Robin Run Village
Greater Johnson County Community Fndn., fiscal sponsor for Franklin Symphonic Council
Greater Lafayette Museum of Art
Gregory Hancock Dance Theater
Heartland Chamber Chorale
Heartland Film Festival
Hendricks Civic Theater
Hillcrest & Camden Elementary Schools
Hilltop Neighborhood House
Hispanic Center/CCI
Historic Downtown Program
Historic Hoosier Hills, fiscal sponsor for Ohio, Indiana, N. Kentucky Regional Productions

Historic Landmarks Foundation, fiscal sponsor for Morris Butler House
Historic Vevay
Honeywell Foundation
Hoosier Boys' Town
Hoosier Salon Patrons Assn. and Gallery
Hope Elementary School
Indian Creek Elementary School
Indiana Ballet Theatre Northwest
Indiana Fiddlers' Gathering
Indiana Heritage Arts
Indiana Humanities Council
Indiana Music Educators Assn.
Indiana Opera Society, dba Indianapolis Opera
Indiana Opera Theatre
Indiana Orchestra Consortium
Indiana Plein Air Painters Assn.
Indiana Renaissance School for the Arts
Indiana Repertory Theatre
Indiana State Museum and Historic Sites
Indiana State University Art Gallery
Indiana State University Department of Music
Indiana State University Department of Theater
Indiana Theatre Assn.
Indiana University – South Bend
Indiana University Trustees, fiscal sponsor for Indiana Review
Indiana University Trustees, fiscal sponsor for School of Fine Arts Gallery
Indiana University Trustees, fiscal sponsor for WTIU-TV
Indiana University, dba Bonderman Playwriting Workshop
Indiana University, dba Herron Gallery
Indiana University, dba Polis Center at IUPUI
Indiana University, fiscal sponsor for Traditional Arts Indiana
Indianapolis Art Center
Indianapolis Art Center, fiscal sponsor for Natl. Museum of Women in the Arts
Indianapolis Ballet Theatre, dba Ballet Internationale
Indianapolis Bureau of Jewish Education
Indianapolis Chamber Orchestra
Indianapolis Children's Choir
Indianapolis City Market Corp.
Indianapolis Civic Theatre
Indianapolis Museum of Art
Indianapolis Museum of Art - Columbus Gallery
Indianapolis Symphonic Band
Indianapolis Symphonic Choir
Indianapolis Symphony Orchestra
Indianapolis Symphony Orchestra
Indianapolis Zoological Society, dba White River Gardens
Indy Jazz Fest
IP-Fort Wayne Dept. of English
IP-Fort Wayne School of Visual & Performing Arts
IU-Kokomo Gallery
Jasper Community Arts Commission
Jay County Arts Council

Jay County Schools, dba East Jay/West Jay Bands
Jewish Community Center of Indianapolis
Kappa Kappa Kappa, Gamma Chi Chapter
Kokomo Arts Assn.
Kokomo Park Band
Kokomo Symphonic Society
Lacare Art League
LACASA of Northwest Indiana
Lafayette Symphony Orchestra
LaFontaine Arts Council
LaGrange County Dept. of Parks & Recreation
Lakeland Art Assn.
Lawrence County Community Concert Assn.
League of Professionally Managed Theatres
Lincoln Boyhood Drama Assn.
Lira Ensemble
Little Theatre of Bedford
Logansport Art Assn.
Loogootee Community Schools
Lotus Education and Arts Foundation
Madame Walker Urban Life Center
Madison Area Convention and Visitors Bureau, fiscal sponsor for Ohio Kentucky Indiana Writers
Roundtable
Main Street Aurora
Manchester College
Marion Civic Theatre
Marion Philharmonic Assn.
Martinsville Arts Council
Mary Anderson Center for Arts
Masterworks Chorale
McLean Educational Center
Metropolitan School District of Pike Township, dba Pike Performing Arts Center
Metropolitan School District of Washington Township
Michiana Public Broadcasting Corp.
Mill Race Players
MMHP Puppet Productions
Mooresville Public Library
Morgan County Community Concerts Assn.
Morning Bishop Theatre Playhouse
Muncie Center for the Arts
Muncie Children's Museum
Muncie Civic and College Symphony Assn.
Muncie Civic and College Symphony Assn.
Muncie Civic Theatre Assn.
National Crossroads Bluegrass & Acoustic Music
New Harmony Gallery of Contemporary Art
New Harmony Theatre
New Horizons Band of Indiana
New World Chamber Orchestra
North Adams Community Schools
North Lawrence Community Schools
North White School Corp.

Northern Indiana Arts Assn.
Northwest Indiana Excellence in Theatre Foundation
Northwest Indiana Symphony Society
Northwest Indiana Youth Chorus
Northwestern School Corp.
Northwood Elementary School
Oakwood Foundation
Opera de Lafayette
Opportunity Enterprises
Orange County Players
Our Heritage, Jennings County Historical Society
Paoli Chamber of Commerce
Patchwork Central
Patchwork Dance Company
Patoka Elementary School
Performing Arts and Culture of Elkhart County
Performing Arts Council of Logansport
Philhamonic Orchestra of Indianapolis
Phoenix Theatre
Planned Parenthood of Central and Southern Indiana
Plymouth Arts Commission
Porcelain Art School of Indiana
Porter County Children's Choir
Prairie Arts Council
Psi Iota Xi, Flora
Public Broadcasting of Northeast Indiana
Public Education Foundation of Evansville
Purdue Cooperative Extension Service
Purdue University Dept. of English-Sycamore Review
Purdue University Jazz Band
Purdue University Theatre Division
Putnam County Playhouse
Putnam County Public Library
Richmond Art Museum
Richmond Civic Theatre
Richmond Community Schools
Richmond Symphony Orchestra Assn.
Ridgewood Arts Foundation
Ronen Chamber Ensemble
RopeWalk Writers Retreat/Southern Indiana Review
Rural Alliance For The Arts
Shakespeare and More Theatre Company of Central Indiana
Shawnee Theatre of Greene County
Shelby Arts Council, fiscal sponsor for Shelby County Players
Sheldon Swope Art Museum
South Adams Arts Council, fiscal sponsor for Adams County Children's Choir
South Bend Chamber Singers
South Bend Civic Theatre
South Bend Heritage Foundation
South Bend Regional Museum of Art
South Bend Symphony Assn.
South Side Elementary School

South Vermillion Summer Theatre
Southeastern Indiana YMCA
Southern Indiana Center for the Arts
Southold Dance Theater
St. Michael's Catholic School
StageWorkShops
Starke County Fine Arts Commission
Stories, Inc.
Strings, Inc.
Sugar Grove Elementary School
Sullivan County Public Library
Sullivan Elementary School
Summertime Players
Susurrus
Swiss Heritage Society
Tales & Scales
Terre Haute Children's Choir
Terre Haute Symphony Assn.
The Barnwood Press Cooperative
The Quilters Hall of Fame
Theatre on the Square
Tippecanoe Arts Federation
Tippecanoe County Historical Assn.
Tri State Public Teleplex
Trinity Episcopal Church, fiscal sponsor for Ensemble Ouabache
Urban Arts Consortium of Indianapolis
USA International Harp Competition
Vanderburgh Mental Health Assn.
Veale Creek Players
Vigo County Public Library
Vincennes Community School Corp.
Vincennes University Foundation
Vincennes University, dba Shircliff Gallery
Voyagers Ancient Fife & Drum Corp.
VSA Arts of Indiana
Warren Arts and Education Fndn.
Warren Theatre Guild
Washington County Actors' Community Theatre
Whitewater Opera Company
Windfall Dancers
Women in the Arts
Writer's Center of Indiana
YMCA of Greater Hammond
Young Audiences of Indiana
Young Audiences of Indiana
YWCA of Elkhart County
YWCA of Indianapolis